

PART C  
FACILITIES MASTER PLAN

## **PART C FACILITIES MASTER PLAN**

### **BACKGROUND TO THIS FACILITIES MASTER PLAN**

As part of its quarterly Status Report on Juvenile Justice Reform, the Division of Juvenile Justice (DJJ) is required to submit a preliminary Facilities Master Plan to the Joint Legislative Budget Committee by December 1, 2005. As required, this Master Plan describes the recommended array, type and location of state youth corrections facilities in the reformed system. This Master Plan also begins to address the following issues: institutional culture, institution size, unit size, room configuration, and program and education space.<sup>6</sup> As indicated in the original budget language, a more detailed plan for existing facilities will be included in forthcoming legislative reports.

### **INTRODUCTION**

With the exception of the latest facility, built in 1991, DJJ's current institutions were constructed over 40 years ago as reformatory schools for boys and girls. These facilities have exceeded their useful life and have not been properly maintained, resulting in a backlog of \$20 million of repair projects. In general, they lack flexibility, are inappropriate in terms of size, and were not designed to address the risk and treatment needs of today's more sophisticated population of youthful offenders.

The Division of Juvenile Justice requires facilities that will support the long-term vision for juvenile justice reform, as described in the Executive Summary of this Status Report to the Legislature and in the *Farrell v. Hickman* Safety & Welfare and Mental Health Remedial Plans, included as Part B of this Report. This Facilities Master Plan proposes a preliminary outline for achieving long-term facilities solutions that will match the needs of youthful offenders coming to DJJ from throughout the state in the coming decades. These facilities must meet the array of security, programmatic and treatment needs of the approximately 2,255 youth projected to be in the custody of DJJ in 2015.

Subsequent Master Plan updates in March 2006 and June 2006 will provide increased details about system-wide planning as well as proposed continued use for existing facilities. DJJ is very conscious about the need for legislative support and authority to move forward with facility design and construction. Therefore, while DJJ believes that new facilities are critical to the state's ability to improve our juvenile corrections system, the department has been careful not to get too far ahead of the deliberative process with respect to facility construction and has avoided making specific commitments for new facility construction in the *Farrell* lawsuit.

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<sup>6</sup> Note: Issues regarding staffing needs, use of force, and family access are more directly related to the *Farrell v. Hickman* Safety & Welfare and Mental Health Remedial Plans, which are included as Part B of this Status Report on Juvenile Justice Reform.

At the end of this first Master Plan submittal, DJJ has outlined a schedule for the design and construction of a new prototype Core Treatment Facility. Contingent upon Legislative review and approval, the first new prototype facility could be occupied in the Spring of 2009. More detailed information regarding proposals to renovate or build additional prototype facilities, coupled with a plan to evaluate the closure of any existing facilities, will be forthcoming in the March and June 2006 reports.

### **JUVENILE JUSTICE REFORM: FACILITIES PLANNING CONSIDERATIONS**

In the facilities master planning process, DJJ has developed planning considerations for the locations, size and design of facilities to meet the division's long-term housing and program needs. These considerations are discussed in this preliminary Facilities Master Plan and will be further developed and refined in the March 2006 and June 2006 updates to this plan.

Facilities planning research began early in 2005 with visits of key administrators and staff to a variety of juvenile facilities in other states, including Colorado, Washington, Missouri, Texas, and Florida. Key facilities planning concepts were discussed and developed by several small and large groups of juvenile justice experts who met in Spring and Summer 2005. Staff and consultants researched juvenile facilities planning guidelines from national associations and sought out best practices from experts in the field of juvenile justice operations and facilities planning.

A particularly good resource is "Planning Community-Based Facilities for Violent Juvenile Offenders as Part of a System of Graduated Sanctions," Office of Juvenile Justice and Delinquency Prevention, August 2005. This juvenile justice bulletin addresses many of the DJJ facilities planning considerations and will continue to be used as a resource through the planning and design process.

Subsequent stakeholder meetings and focus groups held in Fall 2005 further refined the planning considerations. Altogether, dozens of operational representatives, facilities consultants, and remedial plans consultants and experts, including persons with experience in other state juvenile justice systems, have contributed to this planning process.

The following facilities planning considerations are included in this master plan:

1. Array and Type of Facilities
2. Siting Long-Term DJJ Facilities
3. Proposed Size of DJJ Facilities
4. Living Unit Size
5. Living Area Configuration
6. Programs and Services
7. Design Flexibility and Adaptability
8. Characteristics of Current DJJ Sites and Facilities Relative to DJJ Reform

### **Basic Principle of Facility Design: Facilities Must Respond to Population Needs**

Facility design must be driven by population needs and programmatic requirements. DJJ's facilities should be designed and built to serve the higher risk/higher need youthful offenders in California's juvenile justice system.

A recent analysis of the current population by risk (for institutional violence) and treatment need identified the breakdown by gender, age, and region that is indicated on the following table. (Refer to DJJ's Safety & Welfare Remedial Plan, included in Part B of this report, for a discussion of risk levels and core treatment program.)

**TREATMENT NEED BY AGE, GENDER AND REGION**

<b>Males Committed to DJJ's Institutions &amp; Camps (as of 11/05)</b>	<b>Northern California</b>		<b>Southern California</b>		<b>Central California</b>	
<b>Treatment Need</b>	<b>Males Under 18</b>	<b>Males 18 &amp; Over</b>	<b>Males Under 18</b>	<b>Males 18 &amp; Over</b>	<b>Males Under 18</b>	<b>Males 18 &amp; Over</b>
Low Risk Core Treatment (inc. sub abuse)	16	71	20	96	43	164
Mod/Med Risk Core Treatment (inc. sub abuse)	69	149	147	176	199	335
High Risk Core Treatment (inc. sub abuse)	33	31	45	31	70	86
Current Specialized Mental Health Treatment Needs	22	42	27	40	48	84
Mandated Sex Behavior Treatment	17	92	34	61	15	83
Parole Violators	3	122	4	142	9	239
<b>Total</b>	<b>160</b>	<b>507</b>	<b>277</b>	<b>546</b>	<b>384</b>	<b>991</b>
	667		823		1375	

<b>Females Committed to DJJ's Institutions &amp; Camps (as of 11/05)</b>	<b>Northern California</b>		<b>Southern California</b>		<b>Central California</b>	
<b>Treatment Need</b>	<b>Females Under 18</b>	<b>Females 18 &amp; Over</b>	<b>Females Under 18</b>	<b>Females 18 &amp; Over</b>	<b>Females Under 18</b>	<b>Females 18 &amp; Over</b>
Low Risk Core Treatment (inc. sub abuse)	0	2	1	2	1	5
Mod/Med Risk Core Treatment (inc. sub abuse)	7	12	6	7	6	13
High Risk Core Treatment (inc. sub abuse)	3	1	4	1	6	5
Current Specialized Mental Health Treatment Needs	6	4	5	6	6	9
Mandated Sex Behavior Treatment	0	0	1	0	0	1
Parole Violators	0	8	3	8	1	11
<b>Total</b>	<b>16</b>	<b>27</b>	<b>20</b>	<b>24</b>	<b>20</b>	<b>44</b>
	43		44		64	

It is important to note that in the table on the previous page, “low risk” refers to low risk for institutional violence, not risk to re-offend or risk to public safety. The table provides a preliminary sense of the range of treatment needs and risk levels based on today’s population.

As confirmed by the September 1, 2005 Status Report to the Legislature, DJJ believes that the state’s facilities should be used for only the higher risk/higher need youthful offenders in the statewide juvenile justice continuum. Therefore, DJJ will be working with the counties on a statewide definition of risk, which should include measures of risk to re-offend and dangerousness. Though a youth may be assessed as high risk on the continuum at the county level, once committed to DJJ, youthful offenders will be reassessed and classified as high, medium/moderate or low risk based on objective criteria and regular reassessments normed for the DJJ population. In the remainder of this Master Plan, the term “low risk” is relative to the DJJ population.

It should be noted that a more thorough assessment of the female youthful offender population is currently underway. Additionally, DJJ is in the process of working with operations and program content experts to develop gender-specific programming for the approximately 130 females in the custody of DJJ. As indicated in DJJ’s Safety & Welfare Remedial Plan, over the next 12-18 months, DJJ will be exploring the possibility of placing female offenders in secure placements outside of DJJ facilities. Until DJJ has a more comprehensive analysis of the female offenders’ needs and the availability of appropriate placements, it is premature to discuss the specifics of new facility construction for this small population. More information about facilities plans for females will be included in the March and June 2006 updates to this plan.

### **Placing Youthful Offenders in the Appropriate Facility/Living Unit**

As discussed in the *Farrell v. Hickman* Remedial Plans, DJJ is in the process of developing an assessment process that will greatly improve DJJ’s ability to match a particular youthful offender to the appropriate facility and living unit.

In the coming calendar year, DJJ will be implementing a risk/needs assessment which will place youth in one of at least three risk categories - high, medium/moderate or low (as indicated above, this is relative to the DJJ population). In addition, a more efficient mental health assessment and an assessment for sexual offenders will be completed and provide DJJ with an improved ability to make appropriate placement decisions. (Please refer to the Safety & Welfare and Mental Health Remedial Plans for a more complete discussion of the proposed changes to assessment and placement criteria.) In brief, DJJ will develop a decision tree which will include the assessment results and other information to make placement decisions. The decision tree will include the following components:

1. Gender
2. Age - Under 18 and 18 and over
3. Serious mental health issues
4. Risk - to re-offend and for institutional violence
5. Needs - sexual behavior, substance abuse, violence reduction
6. Region of commitment

7. Length of time remaining to serve at facility
8. Responsivity issues, e.g. education, motivation, learning style, etc.

A preliminary screening assessment will be used at Intake to identify the specific facility and living unit that is most appropriate for each youth, based on the elements listed above. Reassessment of risk/needs, combined with behavioral and program progress will dictate how restrictive a youth's movement should be both within and outside the living unit and how normalized the environment and activity level should be.

In general, current facilities are not classified by risk level, program need or even by specific mission. Additionally, most of the current facilities are old, lack flexibility, and have little in the way of appropriate program and treatment space needed to meet current population needs and support the new rehabilitation and treatment oriented DJJ program model.

The DJJ facilities master planning process is incorporating the specific classification elements noted above in developing a system-wide plan for appropriate long-term facilities. The resulting individual facilities will be planned and designed to meet the targeted risk and program needs of the populations they will house.

### **Array/Type of Facilities**

In order to meet the long-term operational needs of juvenile justice reform, each DJJ facility must include the following facility components at the level appropriate for the facility mission: security, housing, education (academic and vocational), medical services, mental health services, rehabilitation/treatment programs, recreation, visiting, religious programs, administration, staff services, food service, plant operations, warehouse, etc. Additionally, all future facilities must be disabled accessible.

In the short term, in order to meet the expectations outlined in the remedial plans, DJJ will develop interim strategies to remedy deficiencies in existing facilities, particularly with respect to providing adequate education and rehabilitation/treatment space and to ensure access to programs for youth with disabilities. However, as DJJ moves forward to meet its long-term facilities requirements, all necessary components must be appropriate, not merely adequate, to the needs of the population at each future facility.

Although many administrative and support service components will be similar for all facilities, the housing and specific program/treatment areas at each facility will be designed to meet the requirements for the following major program areas (please refer to the appropriate remedial plan for more detail about specific program areas):

1. Core Treatment Program (including substance abuse treatment, violence reduction and Behavior Treatment Programs);

2. Residential Mental Health Treatment Programs (for youth with more serious mental health needs);
3. Residential Sex Behavior Treatment Program;
4. Intake/Reception Program; and
5. Re-Entry/Transitional Services.

Unlike current operations, specific facilities in the future will have dedicated missions, allowing staff and resources to be focused on addressing the needs of a particular population, i.e., a dedicated reception center whose mission is to ensure the safest and most efficient process of placing youth into the appropriate facilities; or a specialized treatment facility to concentrate on the needs of youth with mental health issues.

However, whether a facility houses a core treatment program or one of the other specialized residential treatment programs, **each facility should have a range of living units and operational options to house youthful offenders of high, medium/moderate, and low risk.** This will allow youth to “step down” to less restricted living and program environments as they demonstrate a decrease in risk factors, assume increased responsibility for their own program, and begin to prepare to re-enter their communities.

#### Key Points

- DJJ proposes to develop **dedicated facilities with a continuum of services for specific populations.**
- DJJ proposes that facilities will have a range of high, medium/moderate, and low risk living units, **allowing youth to “step down” as they prepare to re-enter society.**
- DJJ proposes to have at **least two dedicated Reception Centers**, one in northern California and one in southern California to ensure the most effective and efficient assessment and placement of youth.
- DJJ proposes to develop **dedicated specialized treatment facilities** to ensure appropriate mental health and other specialized treatment programs for those youth who are appropriately committed to DJJ, but who cannot effectively program in a core treatment program. Like the core treatment programs, these facilities will have a range of “step-down” options to ensure the appropriate level of care for each youth.
- All facilities will be built **ADA compliant** for youth with disabilities.

#### Location of DJJ Facilities

The size of California and the array of specific program needs among youthful offenders who are committed to DJJ from 58 different counties present enormous challenges for siting facilities to most effectively address the needs of California’s youthful offenders.

Map A (see page 8) divides the state into northern, central and southern regions. The map displays the number of youthful offenders currently committed to DJJ by age, gender, and region of commitment. With the exception of the female offenders, whose numbers are very small, the map supports the need for multiple facilities in each of these regions.

The most significant challenge for siting DJJ's facilities is made clear by Map B (see page 9). This map illustrates the range of facilities that would be required in each region in order to address the specific programmatic needs of each population by gender, age, area of commitment, *and treatment type*. Map B. indicates the types of treatment required by the youth from each region, i.e, core treatment, specialized mental health or sex behavior treatment.

Map C (see page 10) illustrates the location of existing facilities, indicating that DJJ currently has no facilities north of Ione and only one facility in the central region.

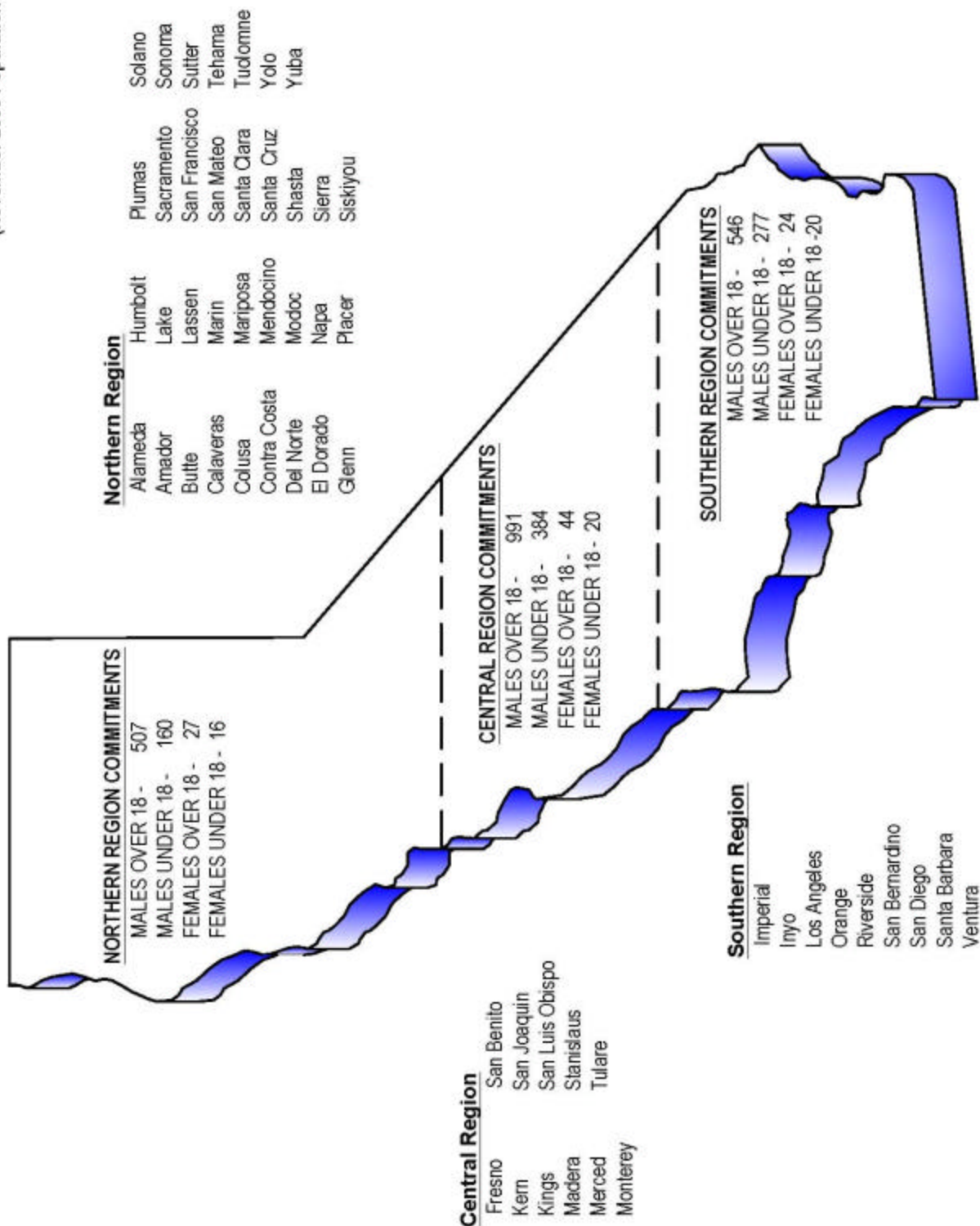


# MAP A

## DIVISION OF JUVENILE JUSTICE

### COMMITMENTS BY AGE, GENDER AND REGION

(November 2005 Population Data)

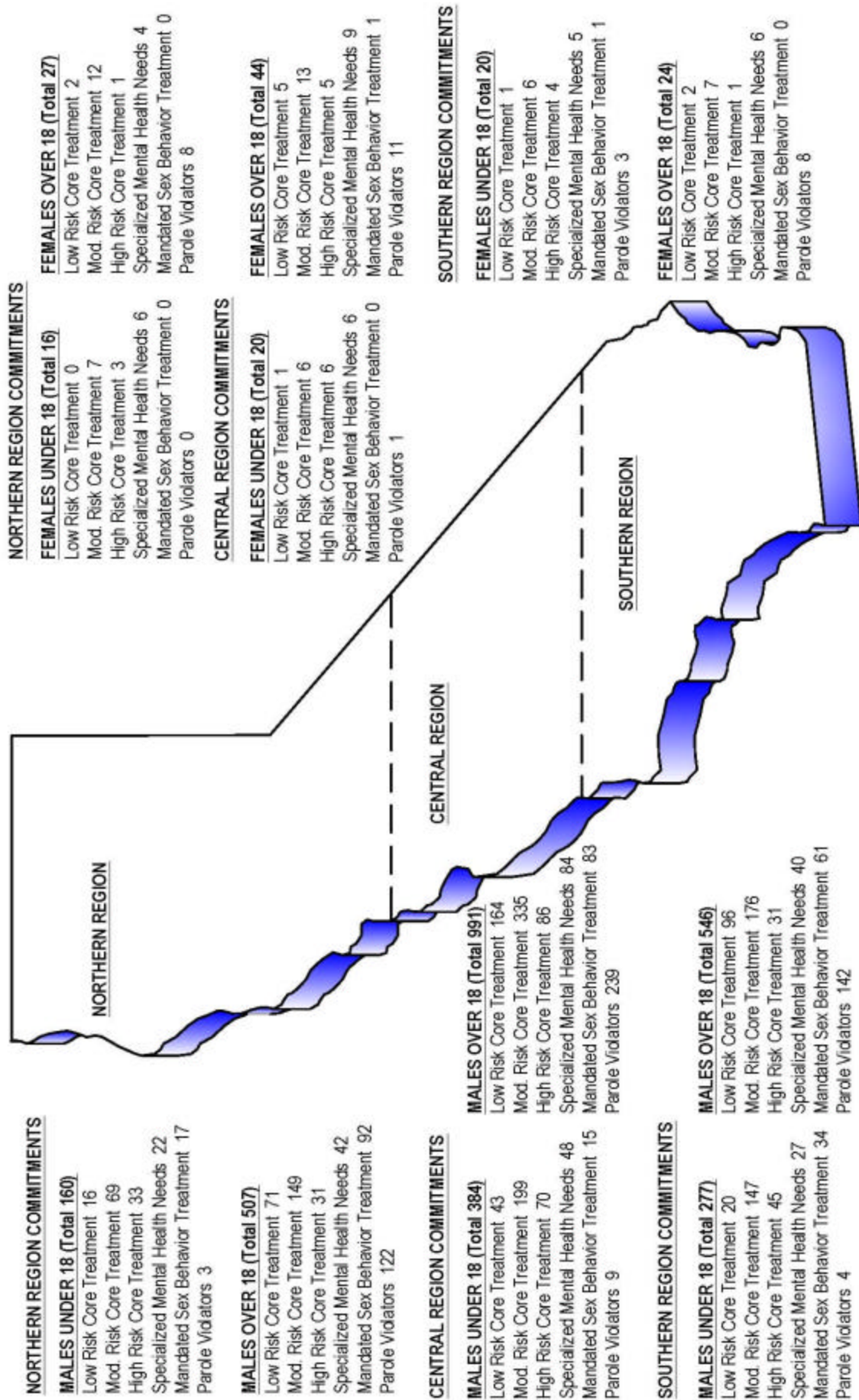


# DIVISION OF JUVENILE JUSTICE

## TYPES OF TREATMENT NEEDS BY REGION

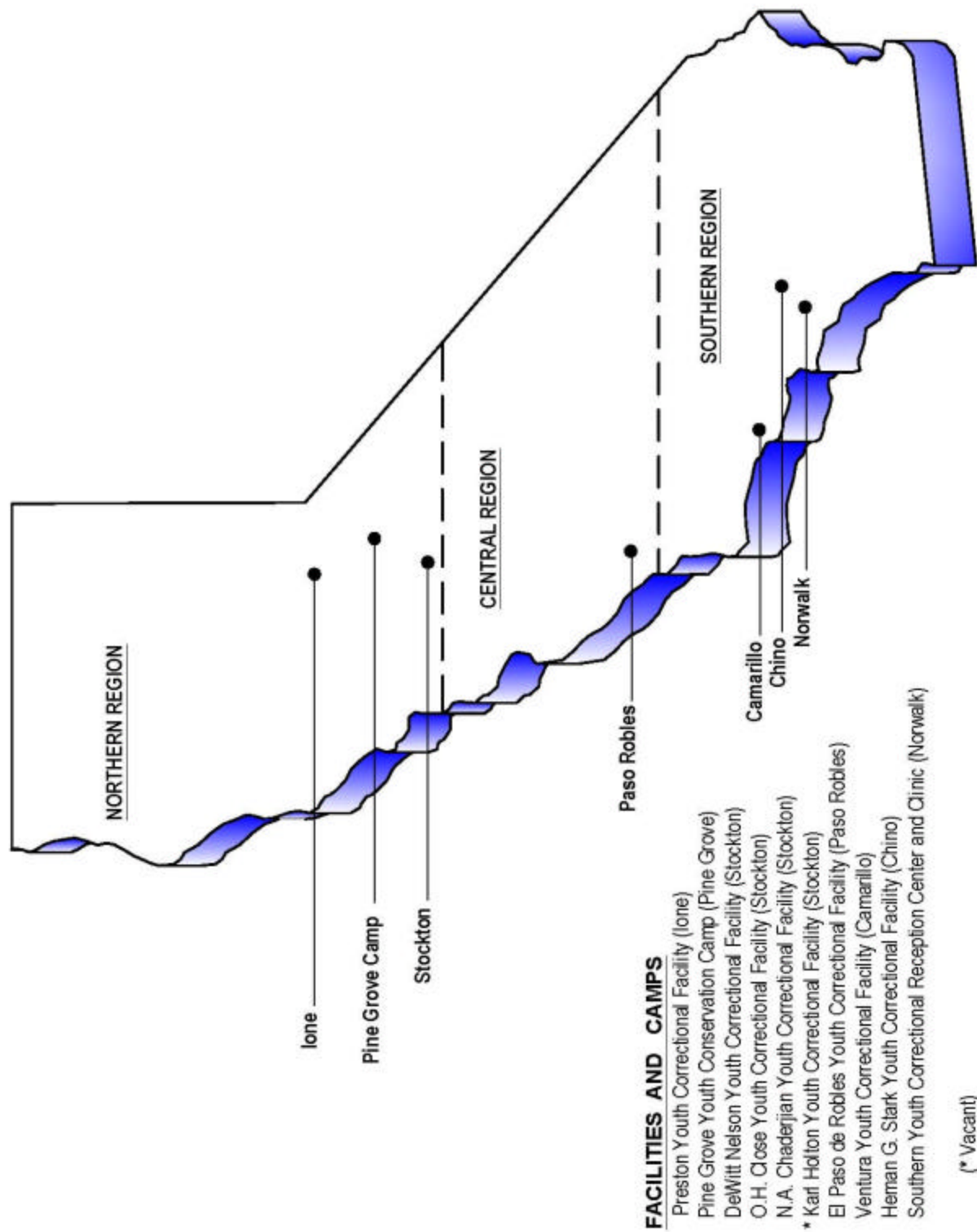
### MAP B

(November 2005 Population Data)



# MAP C

## DIVISION OF JUVENILE JUSTICE LOCATION OF EXISTING FACILITIES



As discussed in the previous section, as well as in the sections to follow, DJJ proposes to develop **smaller treatment facilities with specific missions**. DJJ also has committed to make every effort to **house youthful offenders as close to home as possible** in order to facilitate the involvement of families in individual treatment plans. The challenges to site these facilities across the state will be significant indeed.

DJJ's preference is to site smaller facilities in multiple counties across the state. However, given the time and resources involved in identifying and acquiring new sites, DJJ proposes to **begin facility construction on state-owned land** while concurrently searching for additional suitable sites, including perhaps county-owned land or facilities.

The proper siting of long-term DJJ facilities must take into account and balance a number of factors. These factors include:

1. Proximity to population centers where youthful offenders live;
2. Ability to provide appropriate programs and support services, including access to community resources;
3. Ability to recruit and retain qualified staff; and
4. Availability of state property or the ability to acquire property in the identified area.

Obtaining **community support**, along with the availability of **community resources**, is a key consideration in siting juvenile corrections facilities. An ideal community for a DJJ facility will attract qualified staff to work in the facility as well as provide a **continuum of community-based programs** to help prepare youthful offenders who will be leaving the facility and re-entering the community.

The risk/needs assessment decision tree, including region of commitment, will provide population input into the DJJ siting efforts for long-term facilities. The location of existing DJJ sites and the availability of state-owned property also will weigh in significantly, especially when compared with the lengthy process and cost of acquiring new properties.

For the foreseeable future, youth who have very specialized program requirements may need to be housed in a region other than the one that includes his/her county of commitment in order to receive the appropriate treatment.

#### Key Points

- In the long term, DJJ proposes to **place facilities strategically across the state** in order to best address the specific treatment needs of youthful offenders committed to DJJ.
- Given the tremendous challenges of siting new facilities, as well as the resources and time required to acquire new property, DJJ proposes to **begin design and construction of new facilities on land currently owned by the State** beginning in the next fiscal year.
- DJJ is committed to **working with legislative, county, and community representatives** to identify potential new sites for future facilities.

#### Proposed Size of DJJ Long-Term Facilities

State juvenile justice facilities built in California in the past 50 years have typically housed from 400 to over 1,000 youthful offenders. Facilities this size, i.e., the “training/reform schools” of the past, are no longer considered the model for juvenile corrections.

As a result of the facilities planning research and input from experts and stakeholders over the past several months, DJJ has determined the **appropriate size for long-term DJJ facilities to be within the range of 150 to 350 beds** for core treatment and specialized treatment (mental health and sex behavior) facilities. Intake/reception facilities may be smaller, ranging from 150 to 200 beds.

Facilities of this size will allow each facility to have a range of housing and treatment options as well as provide a variety of programs and support services to meet the needs of the youth housed there.

While some proponents of new facilities may prefer to have even smaller facilities, DJJ has determined that there are **benefits to having facilities of at least 150 beds**, including: (1) the ability to provide a wider range of academic, vocational and recreational programs; and (2) the economies of scale achieved by sharing cooking/dining, medical, and other support services at one location.

Given the significant resources required to construct new facilities or even to renovate existing facilities, as well as the siting challenges identified above, DJJ will, to the extent feasible, **consider placing multiple smaller facilities on the same site** -- taking further advantage of certain economies of scale.

To the extent that DJJ is provided with resources to site even smaller facilities in communities across the state, DJJ will focus these efforts on establishing facilities geared specifically to youth who are preparing to leave the custody of DJJ and whose participation in community programs is part of their re-entry planning.



#### Key Points

- DJJ proposes to build and/or renovate **facilities to house 150 to 350 youth.**
- Where feasible and desirable, DJJ will propose to **site more than one facility on available acreage so that certain shared resources can be maximized.**
- DJJ proposes that resources expended on siting and establishing even **smaller** facilities should be focused specifically on **re-entry facilities** located in the communities to which youth will be returning.
- **Existing facility building condition and programmatic assessments will be conducted** to determine if renovation is feasible given that all existing facilities, with the exception of one, are over 40 years old, have exceeded their useful life, and contain asbestos and lead paint.

#### Living Unit Size

Smaller living units enhance the success of rehabilitative/treatment programs because both treatment and custody staff have fewer youth to supervise and can focus attention more intensively on individual youth. When staff know the youth in their units well, they are sensitive to changes in individual behavior, aware of the normal dynamics of the group, and can be proactive in managing the population, including diffusing potentially violent situations before they escalate. Such management increases the safety and security for both staff and youth.

Therefore, in keeping with national standards and the best practices of jurisdictions throughout the country, DJJ proposes to develop living units to house no more than **20 to 30 youthful offenders per housing unit.** The number may vary within that range depending on the configuration of the unit (single rooms, double rooms, small group rooms, open dorms or a combination thereof) and the specific risk level and program needs of the population.

This range is supported by the American Correctional Association (ACA) recommendation of 12 to 25 juveniles per living unit. Additionally, the California Correctional Standards Authority (CSA), formerly known as the Board of Corrections, has long set standards for county (but not state) juvenile correctional facilities. For county detention facilities, they have recommended a cap of 30 juveniles per living unit.

All units will employ the **direct supervision model** in which both custody and treatment staff are routinely in direct contact with youth rather than remotely located in an enclosed control station. The direct supervision model will be much easier to implement in the proposed smaller living units than in the large 50-bed plus living units that have been typical in DJJ facilities in the past. Additionally, **the new assessment and classification system will allow better management of youthful offenders** who will be housed in living units appropriate to their risk, need and age levels. Staff will be in routine contact with youth throughout the day and evening and will be trained to respond to the particular needs of the youth in their living units rather than employing a facility-wide “one size fits all” behavior management strategy regardless of risk and need.

#### Key Points

- DJJ proposes to build new **living units that house no more than 20-30 youth** per housing unit.
- All living units will use a **direct supervision model** in which both custody and treatment staff are routinely in direct contact with the youth rather than remotely located in an enclosed control station.

### **Living Area Configuration**

In order to accommodate the wide range of youthful offenders committed to state facilities, a variety of living area configurations are under consideration for the long-term DJJ facilities. Some units, including the Behavior Treatment Program units (see DJJ's Safety & Welfare Remedial Plan for a description of this program), will consist of mostly single rooms for the most violently disruptive populations, including a few two-person rooms for transitioning to a less restrictive living and program environment. Other units may be a combination of single, double or small group rooms. The lowest risk youth will live in units of mostly small group rooms for 4 to 6 youth. Open dorms may be considered for the youth requiring the least restricted living environment, e.g. youth in camp programs.

**In addition to sleeping rooms, all living units will have program space to support the needs of the youth living in that particular unit.** Living units, therefore, will include:

1. Sleeping rooms
2. Group and individual meeting space
3. Recreation space
4. Space for educational activities
5. Dining/multi-purpose area
6. Personal hygiene areas
7. "Time out" space
8. Storage areas
9. Staff offices.

Program space may vary in terms of size and number of group rooms, amount and type of educational space provided, type of recreation space, etc. The highest risk youth may spend the bulk of their time in programs located on the living unit. Other youth who require a less restrictive environment may move to centralized locations for education or work programs, dining, outpatient mental health and recreation.

Specific design requirements will be developed in consultation with subject matter experts as part of the process to develop operational and architectural programs for specific facilities. For example, specific sleeping room configurations will be developed during this phase. The provision, type and location of beds, plumbing fixtures, desk and storage within a room will vary depending on the needs of the youth who will live there.

#### Key Points

- DJJ proposes to develop **living units with a range of configurations**, depending on risk level and program design.
- Details will be determined with subject matter experts during the phase of operational and architectural program development.
- Appendix I to this Master Plan includes **living unit layouts of several different juvenile corrections facilities** throughout the country. They are representative of the smaller, program intensive, direct supervision living units consistent with current best practices and are under consideration for future DJJ facilities.

#### Programs and Services

Each long-term DJJ facility will include space for an array of programs and services to support the mission and treatment goals of the facility. All **living units will include appropriate space for both group and individual treatment activities**, with the amount and type of treatment space dependent on the risk and need levels of the youth housed at a given unit. Additionally, each **facility will include programs and services located away from the living unit**.

Depending on risk and need, programs and services appropriately provided on the living unit will include education, recreation and dining. For example, most program and education space will be provided on or adjacent to the living unit for the higher risk youth whose movement around the facility should be more limited. However, medium/moderate and lower risk youth can benefit from moving to a centralized school for academic and vocational education, library services, job training and work programs, etc., while still allowing for some program space at the living unit.

Religious programs, visiting, and medical services are likely to be centralized for most youth. Some large muscle recreation space may be located at the unit for the higher risk youth, while medium/moderate and lower risk youth may go to centralized recreation at a gymnasium or large playing field.

All youth will have access to the necessary medical and mental health services. For youth in the highest risk units or in intensive mental health treatment programs, many of their medical and mental health needs will be provided at or near the living unit. Other youth will leave their living units and go to centralized medical clinics and outpatient mental health services. All youth will have access to outpatient housing units (OHU) and licensed acute care facilities, as necessary.



#### Key Points

- All **living units** will be designed with **appropriate treatment/rehabilitation space**.
- The location of **other “program” space**, i.e., education, dining, recreation space, etc., will **depend on risk level and intensity** of treatment program need.
- **All youth will have access to the necessary medical and mental health services.**

#### Design Flexibility/Adaptability

Any new building constructed to support the reformed DJJ program will likely have a life of 50 plus years. Buildings will be planned and designed to support the current desired programmatic requirements while allowing for flexibility in years to come. Populations and programs may change over the years. Very specialized building designs may limit the ability of DJJ to effectively use a living unit or other program/support building if population or program needs change. Throughout the planning, programming and design process of new facilities, DJJ will continually consider options for flexibility and adaptation for population/program changes.

1. To the degree possible, facilities and their components should be designed to **allow for changing characteristics of youthful offenders**, e.g. risk levels, program, medical, mental health and educational needs.
2. All facilities should be designed with an **array of sleeping room configurations** (single, double, small group) to accommodate population changes in either risk or treatment needs.
3. **Multipurpose space should be provided at the living unit** and at other locations throughout the facility to make better use of space in the short-term and increase flexibility for the future.
4. Site planning should **consider expansion capability** for housing, programs and services.
5. Facilities should provide the **infrastructure for increased use of technology** in the years to come.

#### Key Points

- DJJ proposes to design and build new facilities that address the **risk and treatment needs of the current population**, but that anticipate the **need for flexibility in the future**.
- DJJ proposes to design and build facilities that incorporate best practices in the design of infrastructure, including the **use of current technologies and the capacity for new technologies in the future**.

## **Characteristics of Current Sites and Facilities Relative to Long-Term Facilities Considerations**

Preliminary assessments of existing DJJ sites and facilities relative to the reformed DJJ facility planning considerations confirm that **DJJ does not currently have any facility that meets all of the preliminary criteria identified in this Master Plan**. In fact, **most existing facilities have several known deficiencies**.

1. No current facility design is consistent with the proposed range of 150 to 350 beds.
2. No current facility includes small, 20 to 30-bed living units designed for the various intensive rehabilitation/treatment programs proposed for DJJ youthful offenders.
3. No facilities have sufficient program space at the living unit to support rehabilitation/treatment and other program needs.
4. Current facilities contain large living units with either all single rooms or large open dorms. None has the flexibility to provide programming for a range of high, moderate and low risk youth at a single facility.
5. Existing facilities have not been properly maintained and have exceeded their useful life. The estimated need for the repair and capital investment of the eight facilities, excluding Karl Holton which is currently closed, exceeds \$300 million. This would only address known court driven litigation, fire and life safety issues. (This estimate is considered conceptual and is based on documented plant operations cost estimates, approximately \$20 million for repair and \$285 million included in the 2006-2011 infrastructure plan).

### **Key Points**

- **None of DJJ's existing facilities meets all of the criteria** identified in this Master Plan and many facilities have multiple design-related deficiencies.
- Despite these deficiencies, **DJJ does not propose to close any existing facilities at this time**. To do so, would make it impossible for DJJ to meet its commitment to reduce living unit size for the current population. (Living unit size currently exceeds 60 youth on some living units.)
- To the extent feasible, reuse or renovation of existing facilities will be considered and determined by facility condition and programmatic site assessments.
- As required by the budget language, closure and reuse options will be proposed in the future Status Reports to the Legislature on Juvenile Justice Reform.

## **FACILITIES MASTER PLAN ACTIVITIES**

This preliminary December 2005 Facilities Master Plan provides the early planning concepts that will guide future master planning activities. The following steps are required to move the DJJ forward in its assessment of current facilities and the development of specific facilities plans and designs.

1. Develop architectural program for the initial prototype Core Treatment Facility project.
2. Create facility priorities as required by mission and program in order to develop a phased approach to a comprehensive DJJ design and construction program.
3. Conduct building conditions assessment of existing facilities.
4. Conduct program assessment of existing facilities (buildings and sites) based on facilities planning concepts and considerations.
5. Evaluate current facilities for closure, demolition or renovation.
6. Determine appropriate locations for new facilities, including state-owned land and county-owned land.
7. Develop capital outlay design and construction funding proposals for submission to Control Agencies.

#### Key Points

- As stated previously in this document, DJJ recognizes that the future March and June 2006 Facility Master Plans, as well as future funding proposals, are **subject to Legislative input and support**.
- The forthcoming March and June 2006 facilities master planning reports will provide a more detailed plan for existing facilities and proposed new facilities.

### **Initial Proposed Project of the DJJ Long-Term Facilities Plan**

The **first project** proposed by DJJ to meet the State's long-term facilities planning needs is a **250-bed prototype Core Treatment Facility to be located at the currently unoccupied site of Karl Holton** in Stockton, part of the Northern California Youth Correctional Center (NCYCC). The new facility will provide housing, treatment, various programs and support services space for youthful offenders needing the Core Treatment Program.

Consistent with the facility planning considerations developed by DJJ, the facility will include approximately ten, newly constructed 20-30 bed housing units, designed specifically to accommodate high, medium/moderate, and low risk youth. At least one living unit for high risk youth will house a Behavior Treatment Program. At the other end of the living unit continuum, at least one unit will house youth preparing to re-enter their communities.

A facility assessment of Karl Holton building conditions and programmatic suitability will determine if some of the existing education, recreation, administration or other program space can be modified and/or renovated to support the proposed Core Treatment Program at this location. Planning consideration also will be given to the existing services provided by NCYCC, including food and medical services, security, and plant operations and maintenance.

## **PROPOSED FUNDING, DESIGN AND CONSTRUCTION STRATEGY**

Assuming the DJJ obtains Department of Finance and Legislative approval, the attached sample schedule (on page 20) represents the initial activities of a proposed multi-year building program for the renovation and/or design and construction of new DJJ facilities. This first phase includes the complete programming, site assessment, master planning, environmental review, design and construction of a prototypical Core Treatment Facility to be located at the site of Karl Holton in Stockton, California. As the sample schedule attached indicates, funding for preliminary plans could be appropriated in July 2006, funding for working drawings and construction could be appropriated in July 2007, and the facility could be occupied in the Spring of 2009.

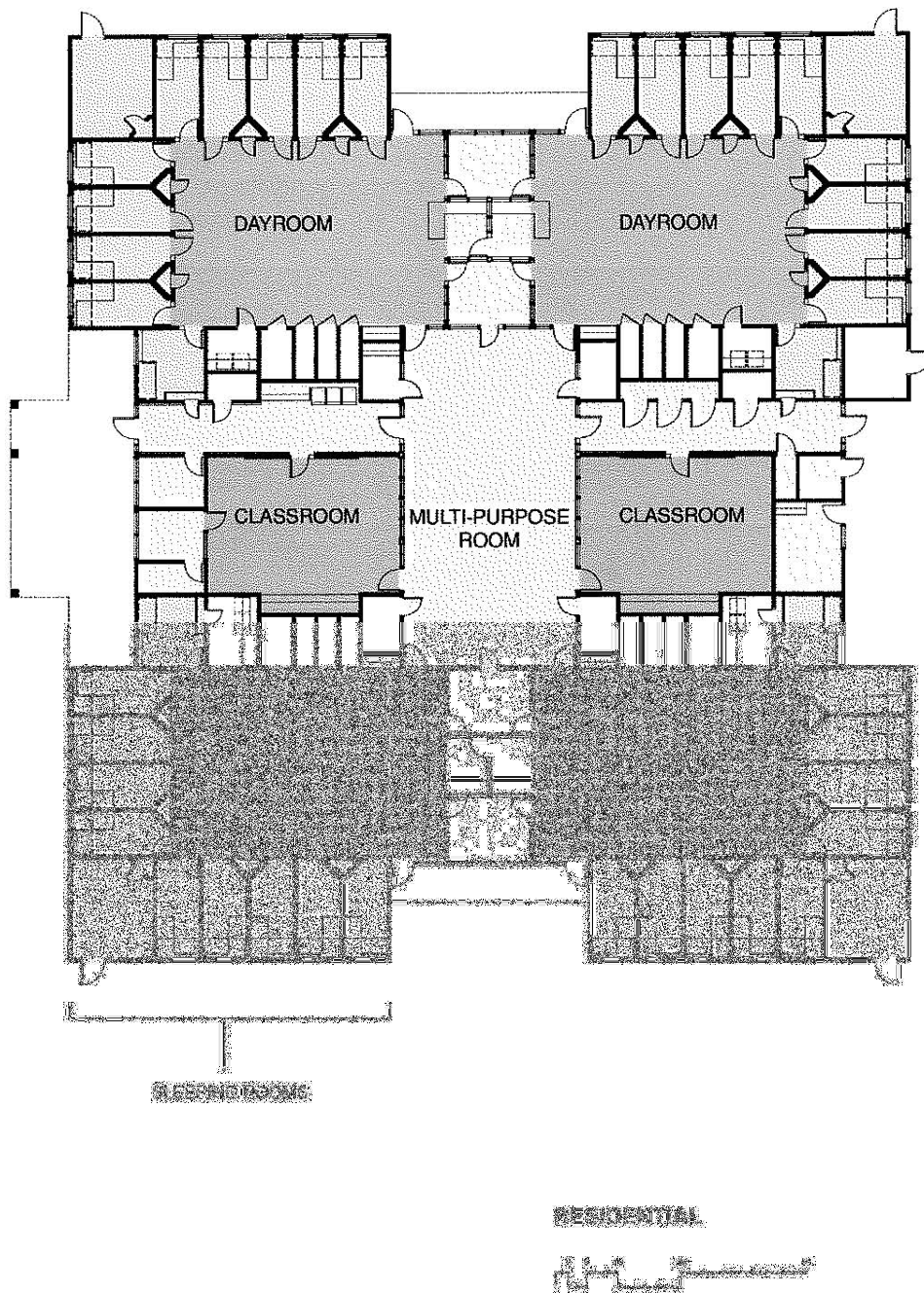
It is important to note that, due to limited resources, the DJJ will conduct building conditions and programmatic suitability assessments on the balance of the eight existing facilities beginning in the next fiscal year. As was mentioned throughout this first report and as required by statutory language, the forthcoming March and June 2006 Facility Master Plans will provide more detailed information regarding the subsequent phases of the DJJ statewide facilities plan. Based on the results of the assessments and more detailed planning, these phases may include renovation of, and additions to, existing facilities. They may also include siting, programming, design and construction of new facilities to accommodate additional core treatment programs as well as the specialized mental health and sex offender treatment programs needed for DJJ youth.

**Division of Juvenile Justice Master Facility Plan - Phase I**  
**Multi-Year Design and Construction Program (Sample Schedule)**  
(Future Phases To Be Outlined in March And June 2006 Facility Master Plan Reports)

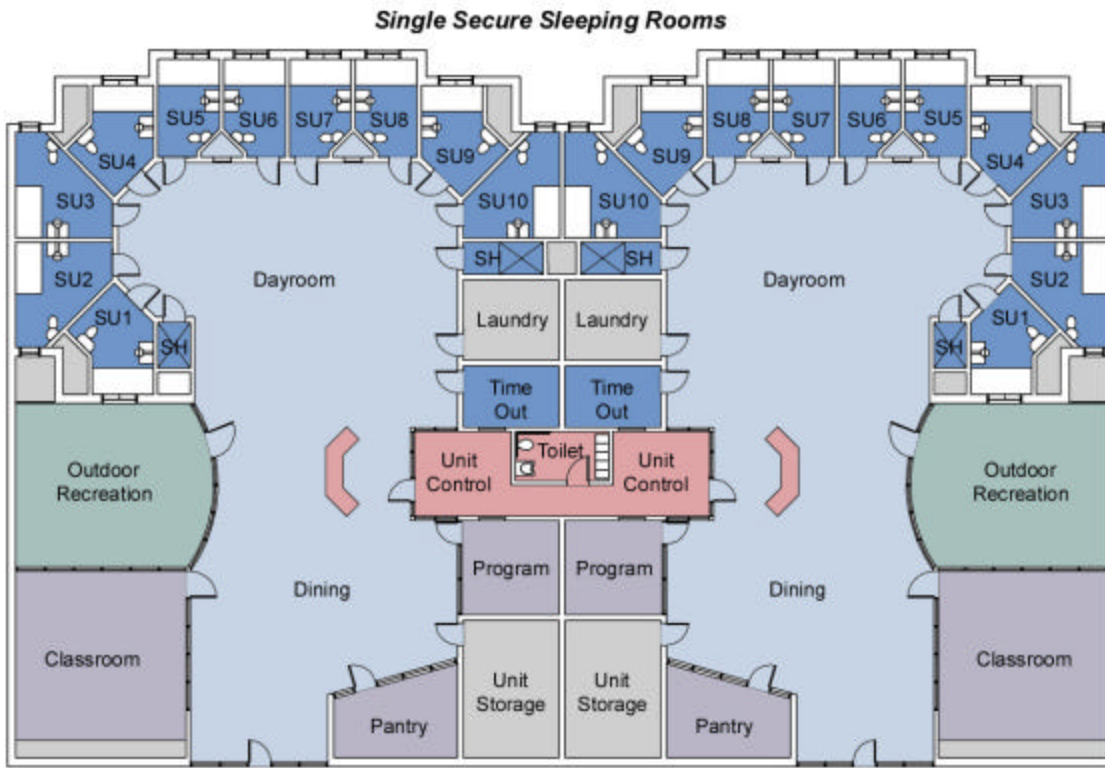
ID	Task Name	Duration	Start	Finish	04/2005	2006	2007	2008	2009	2010	2011	2012	2013	20
1	<b>Prototype Core Treatment Facility</b>	1269 d	Thu 12/1/05	Fri 5/22/09										
2	Programming	270 d	Thu 12/1/05	Sun 8/27/06										
3	Site Evaluation Phase, Karl Holton	30 d	Thu 12/1/05	Fri 12/30/05										
4	Facility Master Plan	60 d	Mon 8/28/06	Thu 10/26/06										
5	"P" Money Appropriated	1 d	Mon 7/3/06	Mon 7/3/06										
6	CEQA (MND)	210 d	Tue 7/4/06	Mon 1/29/07										
7	Preliminary Design Phase (P)	240 d	Fri 10/27/06	Sat 6/23/07										
8	"W & C" Money Appropriated	1 d	Mon 7/2/07	Mon 7/2/07										
9	Design Phase (W)	180 d	Tue 7/3/07	Sat 12/29/07										
10	Construction Phase (C)	450 d	Sun 12/30/07	Mon 3/23/09										
11	Activation	60 d	Tue 3/24/09	Fri 5/22/09										
12														
13	Future Phases TBD (Siting, Programming, Design and Construction)	108.55 mo	Mon 7/3/06	Mon 6/11/12										
File: DJJ Phase I Sample Schedule 1+ Date: Mon 11/28/05					Task		Milestone		Summary					

## **APPENDIX I**

### **Sample Living Unit Layouts of Juvenile Corrections Facilities**

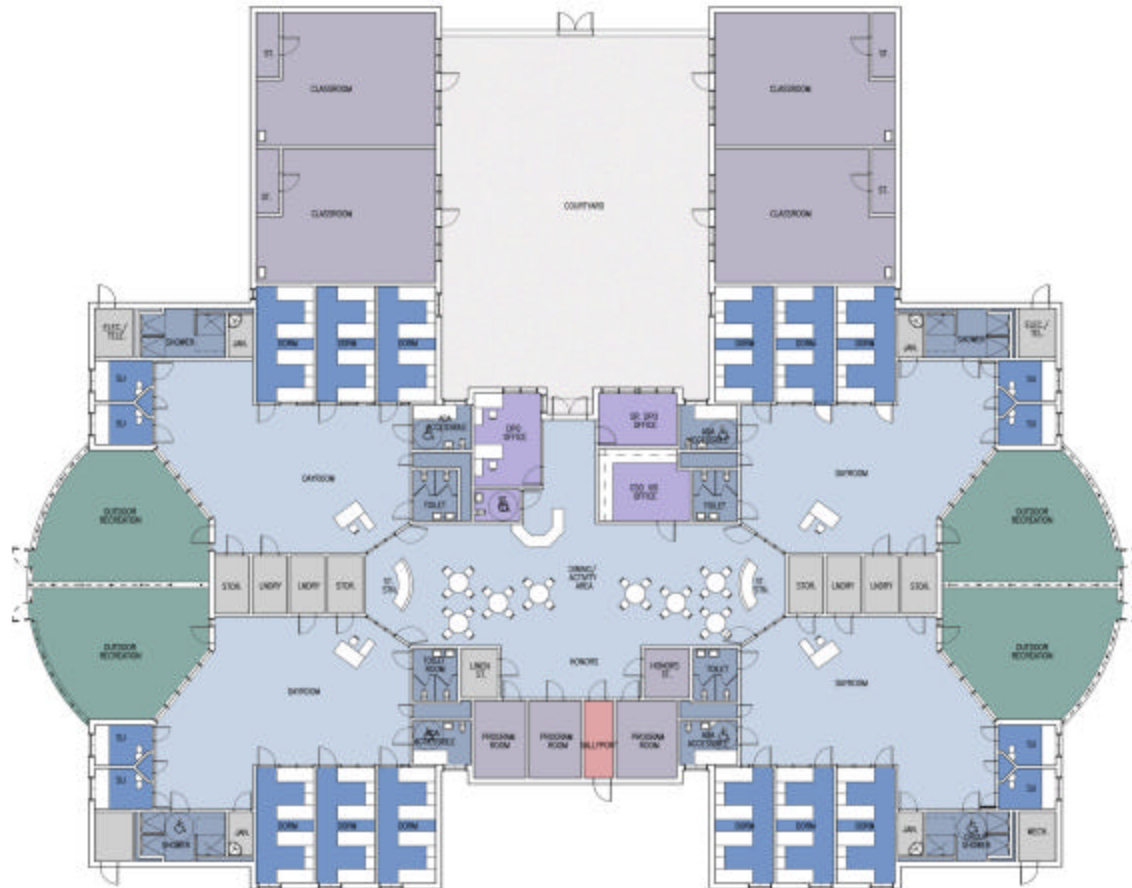


High Desert Juvenile Detention & Assessment Center  
County of San Bernardino  
Apple Valley, California  
Architects: Patrick Sullivan Associates



Substance Abuse Treatment Program and Special Behavior Unit  
Larned Juvenile Correctional Facility, Topeka, Kansas  
Kansas Juvenile Justice Authority  
Architects: Kaplan McLaughlin Diaz





Commitment Housing Unit  
 Ventura County Juvenile Justice Facility  
 Ventura, California  
 Architects: Kaplan McLaughlin Diaz